**MGT- 724- Project Management**

**Answer of the question n.1**

**Conflict and conflict behavior:**

Behavior is the stage where conflict becomes evident, as it includes the statements, actions and reactions of the parties involved in the conflict. These behaviors might be overt attempts to get the other party to reveal intentions, but they have a stimulus quality that separates them from the actual intention stage.

Conflict behaviour consists of overt actions undertaken by one party in any conflict situation, aimed at an opposing party with the intention of making that party abandon or modify its goals. In improving this - admittedly broad - definition of conflict behaviour, a number of troublesome problems arise.

It is a natural part of life that can have positive outcomes or incredibly destructive outcomes depending on how it is resolved. There are four basic types: inter/intrapersonal and inter/intragroup. The sources of conflict include changes in relationships, power struggles, life changes, and poor communication.

Conflict can be broken down into four types: interpersonal, intrapersonal, intergroup, and intragroup. These four types of conflict fit into two general fields: internal and external conflict.

Conflict is the result of opposing thoughts, actions or ideas disrupting the status quo. Conflict is seen in everyday life, and is a natural, often selfish, and sometimes productive phenomenon. Because it can lead to violence and war in certain situations, the word 'conflict' often appears with a [negative connotation](https://study.com/learn/lesson/negative-connotation-words-examples.html). The reality is that, if dealt with properly and maturely, conflict can lead to positive results and personal growth. In dramatic literature, conflict is considered the driving force of the plot.

Often, conflict can be seen in television shows when one character's goals directly oppose the goals of another or when one character faces a [moral dilemma](https://study.com/learn/lesson/moral-dilemma-examples.html) because of personal conflict. The 2001 film The Lord of the Rings includes examples of both types of conflict, otherwise known as external and internal conflict.

Dealing with conflicts is important for the project’s success. Conflicts will inevitably arise, there is only the question of how to deal with them. Common sense often has it that there is only one way to a solution. In most cases there are in fact several ways of how to deal with a conflict. Which one to choose depends on the particular model of management and coordination and to which ‘conflict type’ one belongs. Equal teams should consider this.

Conflict may be defined as a struggle or contest between people with opposing needs, ideas, beliefs, values, or goals. Conflict on teams is inevitable, however, the results of conflict are not predetermined. Conflict might escalate and lead to nonproductive results, or conflict can be beneficially resolved and lead to quality final products. Therefore, learning to manage conflict is integral to a high-performance team. Although very few people go looking for conflict, more often than not, conflict results because of miscommunication between people with regard to their needs, ideas, beliefs, goals, or values.

Conflict management is the principle that all conflicts cannot necessarily be resolved, but learning how to manage conflicts can decrease the odds of nonproductive escalation. Conflict management involves acquiring skills related to conflict resolution, self- awareness about conflict modes, conflict communication skills, and establishing a structure for management of conflict in your environment. Listening, oral communication, interpersonal communication, and teamwork rank near the top of skills that employers seek in their new hires. When learn to effectively manage and resolve conflicts with others, then more opportunities for successful team memberships are available to you.

If we can learn to manage this highly probable event called conflict, then we are less apt to practice destructive behaviors that will negatively impact our team. Although conflict may be misunderstood and unappreciated, research shows that unresolved conflict can lead to aggression. Most of us use conflict skills that we observed growing up, unless we have made a conscious effort to change our conflict management style. Some of us observed good conflict management, while others observed faulty conflict management.

Most of us have several reasons to improve our conflict- management skills. Most people do not resolve conflicts because they either have a faulty skill set and/or because they do not know the organization’s policy on conflict management. All team members need to know their conflict styles, conflict intervention methods, and strategies for conflict skill improvement.

Physiologically we respond to conflict in one of two ways—we want to “get away from the conflict” or we are ready to “take on anyone who comes our way.” Think for a moment about when you are in conflict. Do you want to leave or do you want to fight when a conflict presents itself? Neither physiological response is good or bad— it’s personal response. What is important to learn, regardless of our initial physiological response to conflict, is that we should intentionally choose our response to conflict.

Whether we feel like we want to fight or flee when a conflict arises, we can deliberately choose a conflict mode. By consciously choosing a conflict mode instead of to conflict, we are more likely to productively contribute to solving the problem at hand. Below are five conflict response modes that can be used in conflict.

Like it or not, many interpersonal conflicts are necessary for our relationships to thrive. They're important for being authentically who we are and not continually yielding to someone else's needs over our own or twisting ourselves into something we aren't to please others.

**Explication different levels and types of conflict in organizations:**

Four levels can be identified: within an individual (intrapersonal conflict), between two parties (interpersonal conflict), between groups (intergroup conflict), and between organizations (inter-organizational conflict).

Finally, it identifies some of the basic strategies for managing conflict. The five levels of conflict are intrapersonal (within an individual), interpersonal (between individuals), intragroup (within a group), intergroup (between groups), and intraorganizational (within organizations).

Internal conflict occurs within a person or group. Intrapersonal conflict is an example of internal conflict of one single person, and intragroup conflict is internal conflict which exists within a contained group of people. External conflict exists between two people or more than one group of people.

Employers should promote the importance of respect between employees at every level of the organisation and ensure that people's behaviour reflects the right values. Senior leaders need to take a visible lead on the issue and set the tone for fostering a working environment where people feel empowered to speak up.

Positive conflict is constructive in nature. It produces new ideas, solves continuous problems, provides an opportunity for people and teams to expand their skills, and fosters creativity.

Informal conflict may involve a minor clash or disagreement between two people. Formal conflict may involve a claim brought against your organisation in an employment tribunal.

Workplace conflict can have a negative impact on the organisation, with costs such as time-consuming formal proceedings, sickness absence costs, management time being diverted to dealing with the conflict, staff turnover, lower staff morale, poor working relationships, loss of focus on corporate goals, and potential.

Organizational conflict, or workplace conflict, is a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together.

The three different perspectives regarding conflict are traditional, interactionalist and managed conflict. Traditional is when an individual views conflict as completely negative and disruptive. The interactionalist perspective is when an individual actually embraces conflict and feels that it helps the organization.

One of the major requirements for an agile project leader is the ability to identify conflicts and resolve them at the earliest. In agile, conflict is referred to in two variations. Firstly, conflict indicates that the agile team is feeling free to voice their opinions and the differences and issues taking place within the agile team. Secondly, if the conflict is not resolved instantly by the agile team members it can create problems affecting the wider interests of the project. Based on the intensity level, conflict in agile is classified into five levels and termed as the five levels of agile conflict. The higher the conflict level, the more it becomes difficult for project leaders to resolve the issue with an amicable settlement.

An environment of conflict can be beneficial because it encourages workers to think outside the box and find novel approaches to resolving issues. Here are some suggestions for dealing with workplace conflicts of varying severity.

Organizational Conflict or otherwise known as workplace conflict, is described as the state of disagreement or misunderstanding, resulting from the actual or perceived dissent of needs, beliefs, resources and relationship between the members of the organization. At the workplace, whenever, two or more persons interact, conflict occurs when opinions with respect to any task or decision are in contradiction.

In simple terms, organizational conflict alludes to the result of human interaction, that starts when one member of the organization discerns that his/her goals, values or attitude are incompatible, with those of other members of the organization. The incompatibility in opinions can come into being, within a member, between two members, or between groups of the organization.

**Relationship Conflict**: The conflict arising out of interpersonal tension among employees, which is concerned with the relationship intrinsically, not the project at hand.

**Task Conflict**: When there is a discord, among members regarding nature of work to be performed is task conflict

**Process Conflict**: Clashes among the team members due to the difference in opinions, on how work should be completed, is called process conflict.

Organizational conflict can also be personal conflict (one that exist between two people because of mutual dislike), intragroup conflict (one arising out of lack of liberty, resource, etc. in a group) and intergroup conflict (one that exist between two groups).

**Managerial Expectations**: Every employee is expected to meet the targets, imposed by his/her superior and when these expectations are misunderstood or not fulfilled within the stipulated time, conflicts arises.

**Communication Disruption**: One of the major cause of conflict at the workplace is disruption in the communication, i.e. if one employee requires certain information from another, who does not respond properly, conflict sparks in the organization.

**Misunderstanding**: Misunderstanding of information, can also alleviate dispute in organization, in the sense that if one person misinterpret some information, it can lead to series of conflicts.

**Lack of accounhtability**: If in a project, responsibilities are not clear and some mistake has arisen, of which no member of the team wants to take responsibility can also become a cause of conflict in the organization.

The causes of organizational conflict are to be known, to resolve them as early as possible, because it hinders the efficiency, effectiveness and productivity of the employees and the organization as well, which ultimately hampers its success.

Handle the conflict positively.

Formation of official grievance procedure for all members.

Concentrate on the causes rather than their effect, to assess conflicts.

Parties to conflicts should be given an equal voice, irrespective of their position, term or political influence.

Active participation of all the parties to conflict can also help to counter it.

In an organization, conflict is inevitable and so various means are to be discovered to resolve them or use them in a way that can help the organization to increase its productivity.

**Answer of the question n. 2**

**MBO:**

Management by objectives (MBO) refers to the process of setting specific objectives for your employees to work towards. This has become a key part of performance management in recent decades. Supporters of MBO say giving employees clear goals improves motivation.

MBO stands for Management by Objectives and is a framework designed to manage businesses based on their needs and goals. MBO goals are tailored to meet the needs of today’s fast-growing businesses and fast-paced work environments.

MBO defines top company goals and uses them to determine employees’ objectives. MBO processes identify an employee’s main objectives, which are later graded with group input.

This helps all company contributors see their accomplishments in connection to the company’s top priorities as they carry out their tasks. It reinforces alignment between activity and outcome, which dramatically increases productivity.

Though MBO aims to help define and manage a set of objectives, the objectives themselves will be a little bit different for every company. It allows companies to express their individuality and top priorities and, most importantly, to [execute](https://www.workfront.com/project-management/life-cycle/executing) on them.

[Goals](https://www.workfront.com/strategic-planning/goals) are set for sole contributors, team leaders, department executives, and the CEO. This way everyone has a sense of what they are supposed to be contributing to the team, as well as how it fits into the big picture.

Objectives are essential to ensuring all contributors spend their time at work productively and are working towards a concerted outcome. They also teach those at a company about how much they are truly capable of accomplishing in a set amount of time.

If quarterly goals end up being too easy, they can be adjusted to be more ambitious, or vice versa, during the review process. It is important to set goals that are aspirational, so employees are met with a real challenge.

We recommend from one to three objectives, maximum. This forces employees to discover what their essential priorities should be. As Peter Drucker noted: “Do first things first, and second things not at all.”

There are five steps: Define objectives, share them with employees, encourage employees to participate, monitor progress, and finally, evaluate performance and reward achievements. Critics of MBO argue that it leads to employees trying to achieve the set goals by any means necessary, often at the cost of the company.

The following four major components of the MBO process are believed to contribute to its effectiveness: (1) setting specific goals; (2) setting realistic and acceptable goals; (3) joint participation in goal setting, planning, and controlling; and (4) feedback.

According to George Odiorne“MBO is a process whereby the superior and subordinate managers of an organization jointly identify its [the organization's] common goals, de- fine each individual's major area of responsibility in terms of the results expected of an individual, and use these measures as guides for operating.

Some of the main benefits include: Improved Communication between management and employees. MBO requires continuous two way communication to monitor progress toward objectives. This provides numerous opportunities to clarify any ambiguities regarding individual roles and expectations and to adjust objectives if needed.

There are many advantages and disadvantages of management by objectives. The most important benefit is motivating employees to go for defined targets as they have better clarity. The most significant disadvantage is that it can lead to management focusing only on those areas where MBO is applicable.

An important step in the MBO approach is the monitoring and evaluation of the performance and progress of each employee against the established objectives. Ideally, if the employees themselves are involved in setting goals and deciding their course of action, they are more likely to fulfill their obligations.

Management by Objectives (MBO) is a well-established and effective approach to performance management that has helped countless teams to achieve their goals and objectives.

**Sculpture and confer of MBO process:**

Management by objectives (MBO) refers to the process of setting specific objectives for your employees to work towards. This has become a key part of performance management in recent decades. Supporters of MBO say giving employees clear goals improves motivation. Others suggest it can skew employees' focus.

*1*Puts added pressure on employees

The right amount of pressure can motivate employees to excel and achieve their goals, but too much pressure has the opposite effect and can damage employee morale. A ‘results over everything else’ mentality can negatively affect your team culture and make employees feel like they’re not valued as individuals. With MBO, unachievable objectives, unrealistic timelines, and excessive workloads can all contribute to a negative work environment. Excessive stress can cause decreased engagement and productivity, as well as erode trust between managers and employees. It’s critical to maintain strong team communication when implementing the MBO strategy so managers can apply the right amount of pressure to help their team thrive while avoiding unreasonable expectations.

*2*Encourages competition between employees

Another downside of MBO is that it can create unhealthy competition and set team members against each other. While an element of competition can be motivating for employees and spark creativity, an overly competitive environment leads to stress, anxiety, and disengagement. The healthiest and most productive team culture is one in which team members are united by shared goals and everyone’s rooting for each other to succeed. When competition levels are too high, it quickly becomes about winning at the expense of other team members and decreases psychological safety. With MBO, it’s key to remember that fostering supportive relationships between employees is just as important as achieving company objectives.

*3*Prioritizes goal setting over strategic planning

Putting too much focus on setting and achieving objectives can come at the expense of other key aspects of growing a healthy organization. Long-term strategic planning involves looking at a company’s vision, mission, values, and culture, and then deciding on the best ways to bring these to life. However, with MBO, it’s easy to end up chasing bigger and bigger goals and lose sight of why you’re working toward these goals in the first place. Companies that commit to

staying purpose driven and intentional about goal setting are on the right track to cultivating a workplace employees want to be a part of.

The HR department typically uses MBO to set specific goals. Here's an example: Teller and Co.'s human resources department set a goal of maintaining an employee satisfaction index of 85%. Once HR has created a plan to reach that goal, the leaders explain that goal to their employees.

The MBO approach usually results in better teamwork and communication. It provides the employees with a clear understanding of what is expected of them. The supervisors set goals for every member of the team, and every employee is provided with a list of unique tasks.

Some of the main benefits include: Improved Communication between management and employees. MBO requires continuous two way communication to monitor progress toward objectives. This provides numerous opportunities to clarify any ambiguities regarding individual roles and expectations and to adjust objectives if needed.

An important part of MBO is the measurement and comparison of an employee's actual performance with the standards set. Ideally, when employees themselves have been involved with the goal-setting and choosing the course of action to be followed by them, they are more likely to fulfill their responsibilities.

MBO aims to increase organizational performance by aligning the subordinate objectives throughout the organization with the overall goals set by management. Management by objectives (MBO) was first outlined by \_\_\_\_\_ in 1954 in The Practice of Management.

Management by objectives (MBO) is a strategic business model designed to improve the performance of an organization. It is a strategy with clearly defined objectives that are agreed upon by both the management and the employees.

MBO helps managers systemically update and delegate tasks to employees with mutual understanding and keeping the goals aligned with the organizational mission. A definite set of functions is set for each employee, and also their work is monitored. The strategy is quite simple. It is to plan, design, and execute objectives with transparency and complete it at a definite time frame.

A critical part of MBO is also to check employee performance through monitoring the performance. It is also widely practiced as an [employee appraisal](https://blog.vantagecircle.com/modern-methods-of-performance-appraisal/) method for promotion and other monetary and non-monetary bonuses.

The term 'Management By Objectives' was first termed by management guru Peter Drucker in his 1954 book, *The Practice of Management*.

MBO follows the mnemonic S.M.A.R.T while setting objectives. ‘SMART’ objectives are-

Specific - Target a specific area for improvement.

Measurable- Quantify or suggest an indicator of progress.

Assignable - Specify who will do it.

Realistic - State what results can realistically be achieved, given available resources.

Time-bound - Specify when the result(s) can be achieved.

**Answer of the question n. 3**

**Reason of managing cost:**

One of the major objectives of employing cost management measures is to reduce the overall costs of a business. During the process, you may decide to restrict funds that different employee levels have access to and use. This allows you to make more cash available for managing debt or other initiatives.

Having a good cost management system in place makes it easier for an organization to estimate and allocate its budget. Cost management is a form of management accounting that helps a business reduce the chance of going over budget with more accurate forecasts of impending expenditures.

Project cost management aims to avoid any cost overruns on projects, ensure project profitability, and keep profit margins high. As a project manager, it is essential that you calculate project costs during the planning phase for approval before work commences to stay within the cost management plan.

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Cost management is one of the most important responsibilities of a project manager; projects always need resources such as materials, labor and equipment, which generate costs. Those costs must be estimated and controlled throughout the project life cycle to complete the project.

A cost management plan helps keep a job on budget. Effective cost management sets the standard for all project costs and affects all phases of a project including planning, design, estimation, change orders, and specialty contractors.

Cost evaluation can help to identify and assess the costs associated with a proposed project or activity. This can help to ensure that the benefits of the project or activity are proportionate to its costs. 2. Cost evaluation can help to identify potential savings or opportunities for improvement.

It helps businesses perform effective financial accounting planning and develop budgets with an expenditure limit. You can get an overview of a business' expenditures by assessing business or project costs. This helps financial planners and managers create accurate budgets.

The main objective of cost accounting are ascertainment of cost, fixation of selling price, proper recording and presentation of cost data to management for measuring efficiency and for cost control and cost reduction, ascertaining the profit of each activity, assisting management in decision making process.

The function of cost and management accounting is to gather data like time taken, wastages, process idleness etc., analyse the data, prepare reports and take necessary actions. Cost and management accounting information which are generated or collected are used by different stakeholders.

A cost management plan is a document that helps you map and control a budget. It enables project managers to estimate their costs, allocate resources to the right areas, and control overall spending. Cost management plans keep all project costs in one place, including direct and indirect costs.

Budgeting is an essential tool for cost control. It involves setting financial targets and allocating resources to meet those targets. A well-defined budget can help businesses identify potential cost savings opportunities and prioritize spending.

When it comes to cost control in [project management](https://en.wikipedia.org/wiki/Project_management), it can be challenging to forecast and manage project costs effectively. In fact, there is news every day about construction projects going over budget and time, yet this is avoidable with strong cost management.

Project cost management sets the baseline for project costs. Effective cost management ensures that a project’s budget is on track and will be completed according to its planned scope. Without cost control, a company can easily lose money and costs can go above project profit.

The process of managing project cost can be carried out in 3 steps. The first is estimating and planning cost, followed by developing a project budget, and finally, controlling spending and [tracking costs](https://www.fizure.com/construction-budget-software) in real time to make sure there are no unexpected changes.

There are two types of costs in construction projects: direct and indirect costs. The direct cost is the amount of money spent directly to finish the project (e.g. necessary material, equipment, labor). The indirect cost is the amount of money spent to support indirect completion of the project (e.g. office costs, salaries, general administration).

Another way to observe costs is how they appear in different stages with ongoing processes. Planned and estimated costs are the sum of direct and indirect costs over a given period of time. The actual cost is the sum of committed direct and indirect costs on an activity of the project’s duration.

**A project lifecycle:**

The project management life cycle is usually broken down into four phases: initiation, planning, execution, and closure. These phases make up the path that takes your project from the beginning to the end.

The Project Lifecycle consists of seven phases intake, initiation, planning, product selection, execution, monitoring & control, and closure. These phases make up the path that takes your project from start to finish.

The project life cycle is vital because it provides a structured framework for managing a project from beginning to end. It defines the phases a project goes through, from initiation to closure, and helps ensure that all necessary steps are taken to complete the project successfully.

The five stages of a project life cycle are initiation, planning, execution, monitoring and controlling, and closure. Let’s explore them.

1. Project Initiation

This first step is where you decide if the project you’re getting involved in is worth all the next steps you’ll do next and if there’s a possibility for this to happen.

It makes sense to start with these decisions because you would only waste your time if you would’ve proceeded with the project without wondering about its future. Once there’s positive feedback, you’re okay to move forward.

2. Project Planning

The project life cycle is all about planning, so you’re prepared for any setting, even if that means unforeseen events. To protect your project, there are certain plans you need to look out for:

**Project plan:** This entails all the tasks that must be completed throughout the different stages. A project management checklist might be a good idea at this stage;

**Resource plan:** A list of the human resources and skills that are needed for every specific task during the elaboration of this project;

[Risk management plan](https://timeular.com/blog/project-risk-management-plan/)**:** Estimation of what could go wrong on this project, its probability, and impact on;

**Communication plan:** This structures the hierarchy of communication to define who should be in charge of the communication in established periods;

**Acceptance plan:** A list demonstrating what’s a completed task in the context of this method.

3. Project Execution

This is where everyone gets their hands dirty and starts working on the project itself.

With the plan already designed in the previous stage, everyone is bringing their effort into executing the assigned tasks while the project manager makes sure that the plan is going as envisioned.

It also can happen that some team members might need to be oriented in some way, either through training or full briefings that describe everything in detail.

4. Project Monitoring & Controlling

After moving through the project execution stage, this is the time to monitor and control everything occurring from the beginning. To make sure that everything is going as expected, you need to observe the following indicators:

**Cost:** Something that you need to monitor so your budget maintains as it was stated at the start;   
**Read:** [The best ways to track project expenses](https://timeular.com/blog/project-cost-tracking/)

**Time:** It’s important to keep your and your team’s time as productive and effective as possible. Make sure that your [time budget](https://timeular.com/blog/time-budget/) is good and the time assigned to each task is fair to everyone;

**Risks:** It’s essential to [keep track of the risks of any given project](https://timeular.com/blog/project-risk-management/), so you’re prepared for that possibility. It’ll help you anticipate and even eliminate any threat.

**Change:** Monitor the potential and important changes that need to happen in your project. Make sure that you predict the necessity of change instead of dealing with it at the last minute;

**Quality:** Keep track of the quality of your final product during your project, making sure that the level of satisfaction is at an all-time high;

**Acceptance:** It’s essential to test your product, monitor the user acceptance factor, and approve the project’s completion.

5. Project Closure

This is one the most important stages because it ties everything together that was due until this last step.

At this time, the project manager and his team review everything that was done, from the earlier tasks to the finalization of the project.

It’s also important that you evaluate your team’s performance throughout the different stages and keep a record of all the documents and notes that were drafted during this process.

Throughout this article, a common conclusion comes to mind when talking about this method – the journey to success. Although it’s a trivial concept, the Project life cycle and other methods aim to help through the different steps project might take along the way.

There’s a range of models that could help in countless ways, but the Project life cycle allows to shorten the long process of project and clear the way with only five precise steps. If stick to the knowledge this method offers, will easily adapt and improve the way work on future projects.

The project manager and project team have one shared goal: to carry out the work of the project for the purpose of meeting the project’s objectives. Every project has a beginning, a middle period during which activities move the project toward completion, and an ending (either successful or unsuccessful). A standard project typically has the following four major phases (each with its own agenda of tasks and issues): initiation, planning, implementation, and closure. Taken together, these phases represent the path a project takes from the beginning to its end and are generally referred to as the project “life cycle.”

Initiation Phase

During the first of these phases, the initiation phase, the project objective or need is identified; this can be a business problem or opportunity. An appropriate response to the need is documented in a business case with recommended solution options. A feasibility study is conducted to investigate whether each option addresses the project objective and a final recommended solution is determined. Issues of feasibility (“can we do the project?”) and justification (“should we do the project?”) are addressed.

Once the recommended solution is approved, a project is initiated to deliver the approved solution and a project manager is appointed. The major deliverables and the participating work groups are identified, and the project team begins to take shape. Approval is then sought by the project manager to move onto the detailed planning phase.

Planning Phase

The next phase, the planning phase, is where the project solution is further developed in as much detail as possible and the steps necessary to meet the project’s objective are planned. In this step, the team identifies all of the work to be done. The project’s tasks and resource requirements are identified, along with the strategy for producing them. This is also referred to as “scope management.” A project plan is created outlining the activities, tasks, dependencies, and timeframes. The project manager coordinates the preparation of a project budget by providing cost estimates for the labour, equipment, and materials costs. The budget is used to monitor and control cost expenditures during project implementation.

Once the project team has identified the work, prepared the schedule, and estimated the costs, the three fundamental components of the planning process are complete. This is an excellent time to identify and try to deal with anything that might pose a threat to the successful completion of the project. This is called risk management. In risk management, “high-threat” potential problems are identified along with the action that is to be taken on each high-threat potential problem, either to reduce the probability that the problem will occur or to reduce the impact on the project if it does occur. This is also a good time to identify all project stakeholders and establish a communication plan describing the information needed and the delivery method to be used to keep the stakeholders informed.

Finally, you will want to document a quality plan, providing quality targets, assurance, and control measures, along with an acceptance plan, listing the criteria to be met to gain customer acceptance. At this point, the project would have been planned in detail and is ready to be executed.

Implementation (Execution) Phase

During the third phase, the implementation phase, the project plan is put into motion and the work of the project is performed. It is important to maintain control and communicate as needed during implementation. Progress is continuously monitored and appropriate adjustments are made and recorded as variances from the original plan. In any project, a project manager spends most of the time in this step. During project implementation, people are carrying out the tasks, and progress information is being reported through regular team meetings. The project manager uses this information to maintain control over the direction of the project by comparing the progress reports with the project plan to measure the performance of the project activities and take corrective action as needed. The first course of action should always be to bring the project back on course (i.e., to return it to the original plan). If that cannot happen, the team should record variations from the original plan and record and publish modifications to the plan. Throughout this step, project sponsors and other key stakeholders should be kept informed of the project’s status according to the agreed-on frequency and format of communication. The plan should be updated and published on a regular basis.

Status reports should always emphasize the anticipated end point in terms of cost, schedule, and quality of deliverables. Each project deliverable produced should be reviewed for quality and measured against the acceptance criteria. Once all of the deliverables have been produced and the customer has accepted the final solution, the project is ready for closure.

Closing Phase

During the final closure, or completion phase, the emphasis is on releasing the final deliverables to the customer, handing over project documentation to the business, terminating supplier contracts, releasing project resources, and communicating the closure of the project to all stakeholders. The last remaining step is to conduct lessons-learned studies to examine what went well and what didn’t. Through this type of analysis, the wisdom of experience is transferred back to the project organization, which will help future project teams.

A U.S. construction company won a contract to design and build the first copper mine in northern Argentina. There was no existing infrastructure for either the mining industry or large construction projects in this part of South America. During the initiation phase of the project, the project manager focused on defining and finding a project leadership team with the knowledge, skills, and experience to manage a large complex project in a remote area of the globe. The project team set up three offices. One was in Chile, where large mining construction project infrastructure existed. The other two were in Argentina. One was in Buenos Aries to establish relationships and Argentinian expertise, and the second was in Catamarca—the largest town close to the mine site. With offices in place, the project start-up team began developing procedures for getting work done, acquiring the appropriate permits, and developing relationships with Chilean and Argentine partners.

During the planning phase, the project team developed an integrated project schedule that coordinated the activities of the design, procurement, and construction teams. The project controls team also developed a detailed budget that enabled the project team to track project expenditures against the expected expenses. The project design team built on the conceptual design and developed detailed drawings for use by the procurement team. The procurement team used the drawings to begin ordering equipment and materials for the construction team; develop labour projections; refine the construction schedule; and set up the construction site. Although planning is a never-ending process on a project, the planning phase focused on developing sufficient details to allow various parts of the project team to coordinate their work and allow the project management team to make priority decisions.

The implementation phase represents the work done to meet the requirements of the scope of work and fulfill the charter. During the implementation phase, the project team accomplished the work defined in the plan and made adjustments when the project factors changed. Equipment and materials were delivered to the work site, labour was hired and trained, a construction site was built, and all the construction activities, from the arrival of the first dozer to the installation of the final light switch, were accomplished.

The closeout phase included turning over the newly constructed plant to the operations team of the client. A punch list of a few remaining construction items was developed and those items completed. The office in Catamarca was closed, the office in Buenos Aries archived all the project documents, and the Chilean office was already working on the next project. The accounting books were reconciled and closed, final reports written and distributed, and the project manager started on a new project.

**Answer of the question n. 4**

**The procedures of monitoring and controlling project:**

The Monitoring and Controlling Process in project management is a method of keeping a project on track and ensuring that appropriate standards and deadlines are met. The process requires the project manager to collect and understand information about the project, team, and circumstances to make informed decisions.

Monitoring involves collecting and analyzing data gathered from the project. Controlling uses these findings to make changes. With this data, project managers can actively tweak performance to maintain alignment with the original plan.

The monitoring and controlling cycle of the project management involves observing the process after project implementation, identifying problems and risks, and deploying a mitigation strategy to control the new process.

Monitoring and control processes continually track, review, adjust and report on the project's performance. It's important to find out how a project's performing and whether it's on time, as well as implement approved changes. This ensures the project remains on track, on budget and on time.

The Monitoring and Controlling Process Group consists of those processes required to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes.

The key principles of monitoring and evaluation (M&E) are stakeholder participation, relevance, efficiency, effectiveness, sustainability, ethical considerations, and continuous improvement.

Heart rate monitor systems are commonly used both in hospitals and by individuals who want to track their health. The systems usually give visual output on the display and often data is logged in persistent file storage for future analysis.

Remote monitoring and control systems significantly reduce the labor necessary to carry out routine business operations. Staff can turn to more productive work until human expertise is needed. Supervisors don't need to spend time generating and analyzing reports.

Projects are divided into phases to make them more manageable. All are important, especially project monitoring. Project monitoring and control is how a project manager ensures the plan they’re implementing with the project team goes off without a hitch.

Project controlling involves a lot of steps to thoroughly monitor the project schedule, resources and costs. There are project monitoring tools, of course, but like everything in project management, there’s a process that we’ll explain.

Before we get to the steps to monitor your project, let’s put the concept into context. There are five phases in the project management process: initiation, planning, execution, monitoring and controlling and closing. Project monitoring and controlling occur in tandem with the execution phase in the [project life cycle](https://www.projectmanager.com/blog/what-is-the-project-management-life-cycle).

Project monitoring and control is a project management phase that’s dedicated to measuring project performance and making sure that it adheres to what’s been set in the project plan. Project managers will closely track the progress and performance of the project, review project status, identify potential problems and implement corrective actions when required to keep the project on schedule and within budget.

To find problems in the project, you need project management software that can monitor progress and performance as it unfolds. [ProjectManager](https://www.projectmanager.com/) is award-winning project management software that gives you the tools you need to monitor and control projects in real time. Project managers can get a high-level view of their project by toggling over to the real-time dashboard. It automatically collects project data on metrics such as time, cost, workload and more, which are displayed in easy-to-read graphs and charts. Unlike lightweight software, there’s no time-consuming setup necessary.

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According to (the Project Management Body of Knowledge), project control is a “project management function that involves comparing actual performance with planned performance and taking appropriate corrective action (or directing others to take this action) that will yield the desired outcome in the project when significant differences exist.”

Essentially, project controls are a series of tools that help keep a project on schedule. Combined with people skills and project experience, they deliver information that enables accurate decision making. The project control process mainly focuses on:

Measuring planned performance vs actual performance.

Ongoing assessment of the project’s performance to identify any preventive or corrective actions needed.

Keeping accurate, timely information based on the project’s output and associated documentation.

Providing information that supports status updates, forecasting and measuring progress.

Delivering forecasts that update current costs and project schedule.

Monitoring the implementation of any approved changes or schedule amendments.

Monitoring and control keeps projects on track. The right controls can play a major part in completing projects on time. The data gathered also lets project managers make informed decisions. They can take advantage of opportunities, make changes and avoid crisis management issues.

Put simply, monitoring and control ensures the seamless execution of tasks. This improves productivity and efficiency.

When setting up a project’s monitoring and control process, first establish the project baselines. This includes the scope, schedule and budget using this information to benchmark the project’s progress throughout the lifecycle.

Use a Work Breakdown Structure (WBS) to break a project down into small units of work, or sub-tasks. This makes the work easier to manage and evaluate. This enables easier detection of issues, keeps the project under control and allows for easier progress verification. It also helps prevent team members from feeling overwhelmed.

**“Scheduling is more important in projects than in production”**

Yes. I am agree with above opinion or dicision.

A comprehensive process that outlines the project phases, tasks under each stage, and dependencies is known as **project scheduling**. It also considers skills and the **number of resources** required for each task, their order of occurrence, **milestones**, **interdependencies**, and timeline.

Furthermore, it involves **analyzing the** [resource availability](https://www.saviom.com/blog/understanding-resource-availability-within-project-management/)and implementing the **scheduling technique** to ascertain timely delivery while maintaining the resource health index.

Many project managers successfully generate the right schedule, yet most of them find it challenging to **manage the resources** intelligently.

It can cause delays and discrepancies in the deliverables as their talent pool is responsible for executing these tasks. Thus, they must master each aspect of **project planning and scheduling**.

Now that we know what project scheduling is let’s understand its significance in the project management realm.

**Compare two scenarios**– one, where your project details are all over the place, and second, where you maintain a centralized data repository of your project plan. Which one do you think will lead to **proper project execution**? Naturally, the latter.

This is what a **project schedule** does. It **brings together** all the project-related information in one place that opens doors for **seamless communication** between the **project manager** and stakeholders.

**Project scheduling** also enables [task prioritization](https://www.saviom.com/blog/resource-optimization-boosts-task-management/). The initial steps of project scheduling comprise forming a **work breakdown structure** and dividing the project into simpler tasks. Once the tasks are enlisted, the project manager can implement the **appropriate technique** to evaluate the criticality of the tasks and arrange them in **order of precedence**.

In addition, the detailed description of each task and skill demand against them makes it easy for managers to procure the **right resources for the right job**. Not just that, with **real-time information** of the project’s progress, they can gauge the **resource performance** and take remedial measures in case of any inconsistencies.

The **internal team conflicts** are minimized when the entire team, stakeholders, and managers are on the same page. **Resources** are aware of the task dependencies and work diligently to ensure that the overall delivery is not affected.

When managers opt for a sophisticated project [scheduling software](https://www.saviom.com/resource-management-software/resource-scheduling-software.php), they get real-time updates on every project metric, which promotes **proactive planning**, monitoring, and coherent **risk management**.

**Project scheduling techniques** are beneficial to **secure the project timeline** and budget without over or [underutilizing the workforce](https://www.saviom.com/blog/underutilization-of-resources-cues-and-how-to-mitigate-them/). Your resource pool is the success driver of the project, and thus, it is vital to keep their **productivity** and **well-being** in check. Creating a project schedule comes in handy to ensure that no resource is burned out or sitting idle.

Here’s a rundown of some of these techniques:

This technique is purely based on **mathematical analysis** and lets you calculate the longest and shortest possible **project timeline**. Let’s understand this better with an example. There are **four tasks** in the project – A, B, C, and D. Task B and D can only begin after task A completes, whereas task C has no such restriction.

In this case, since the progress of B and D banks on task A, it becomes the critical task. Task A will be time-sensitive as any delay in its completion can delay the entire project’s course. On the other hand, given that task C has no dependencies, it can be accomplished within a flexible deadline. Task C, in this case, will have a **float time** (also referred to as ‘slack’). A **float-time** is where one can **prolong a task to a specific limit** without impacting the overall project.

This is how a manager can calculate each task’s start and finish time, keeping in mind the reliance and coming to a precise conclusion. A **CPM technique** is applicable to project tasks when all the **deliverables** and [interdependencies](https://www.saviom.com/blog/project-interdependencies-span-portfolio/) are clear.

In addition to guiding the work, the project schedule is used to communicate to all stakeholders when certain work elements and project events are expected to be accomplished. The project schedule is also the tool that links the project elements of work to the resources needed to accomplish that work.

Production scheduling is crucial for optimizing manufacturing process flows to ensure maximum efficiency while minimizing or eliminating delays, unnecessary wastage, or potential interruptions. By using production scheduling, organizations can allocate resources within a given timeframe in the most efficient way.

The first stage of creating a production schedule is planning, which is often the most important step. In this stage, production schedulers define a production goal and analyze the necessary resources and budget to achieve it.

Scheduling helps optimise time utilisation by creating a roadmap for each day, week, or month. By allocating specific time slots for tasks, meetings, and deadlines, you can maximise productivity, minimise procrastination, and reduce the risk of wasting time on non-essential activities.

In the fast-paced world of business, reaching goals is the ultimate measure of success. Yet, simply setting ambitious targets isn't enough. To turn dreams into reality, a well-structured and disciplined approach is required. One vital tool that often gets overlooked is the power of **scheduling**. By strategically planning and allocating time for specific **actions**, businesses can significantly enhance their chances of achieving their desired outcomes. In this article, we’ll explore why scheduling is crucial for goal attainment and I provide practical tips to ensure effective implementation.

In conclusion, scheduling actions is a fundamental practice for achieving business goals. It enhances focus, optimises time management, and helps overcome overwhelm. By setting clear goals, prioritising tasks, allocating dedicated time, utilising technology, and practicing discipline, businesses can unlock the power of scheduling and pave their way to success. So, take control of time, schedule your actions, and witness the transformation as business goals become a reality.

Project scheduling is just as important as cost budgeting as it determines the timeline, resources needed, and reality of the delivery of the project. Project managers that have experience are better able to properly dictate the tasks, effort and money required to complete a project.

The Schedule Management Plan defines how the project schedule is managed throughout the project lifecycle. The plan provides guidance and sets expectations for project schedule policies and procedures for planning, developing, managing, executing, and controlling the project schedule.

Clear tasks and accurate pre-requisites are critical to a reliable schedule. Well setup tasks and pre-requisites can deliver a reliable and robust project plan which can then be properly resourced. However, if corners are cut or steps are missed, then inefficiencies can begin to creep into the project and these can quickly spiral if not properly controlled, especially on more complex projects.

Everything comes from the project schedule. An accurate project schedule will enable the project management team to precisely plan resource requirements and look for resource efficiencies within the project. For example, getting the same team to complete 2 tasks simultaneously or plotting alternative routes through the project schedule if there are delays with one task in order to maximise resource use and reduce delays. However, with a badly plotted project schedule, this type of work becomes virtually impossible. A project that has been baselined against a badly worked out schedule is almost certain to run over-budget and over time.

Accurate project scheduling is half the battle. It can therefore be seen that accurate project scheduling is half of the challenge of project management. Putting lots of time into getting the tasks clearly laid out and the schedule well thought through and well developed will increase the chances of success further down the line. Equally, it will help the management team understand the relationship between various tasks and how any potential issues within the project can be dealt with and addressed once the project is underway.

Identifying the critical path is always a crucial part of project management theory, but taking this further to understand the ‘rainy day’ tasks or aspects of a project can also be hugely important in delivering efficient and reliable project management because it enables resources to be maximised rather than going to waste.

It can therefore be seen that time spent working on the project schedule and getting it as accurate, detailed and then streamlined as possible is the best way to ensure successful project management. A well-structured schedule provides a clear map for the project to be delivered and enables managers to get a clear view on how best to use resources in the event of issues or delays occurring. A poor project schedule will often underestimate the time required to complete tasks, will not accurately plot pre-requisites, making resource planning and procurement an unreliable and risky affair.

In short, the better the project schedule, the more chance of success the project has and the easier it will be to manage!